



Energy Online Learning Center (OLC) Business Line  
FISCAL YEAR 2004 – 2008  
WCF BUSINESS PLAN

March 12, 2004

## 1.0 INTRODUCTION

In 1995, the Department began to place emphasis on technology-supported learning as organizations recognized a need for a more effective and efficient means of delivering training. The Department invested in web-based learning as a result of Executive Order (E.O.) 13111, "Using Technology to Improve Training Opportunities for Federal Government Employees". Signed on January 12, 1999, it established the President's Task Force on Federal Training Technology and directed Federal agencies to enhance employees' training opportunities through the use of technology. **[I think this would be a good place to discuss the OPM issue with impacts on the Energy OLC]**

The Department is challenged with training its employees and cultivating an environment where employees can learn faster, retain more of what they have learned, and accomplish this at lower costs. The Energy Online Learning Center (OLC) is a web-based training, commercial, off-the-shelf (COTS) system that provides access to online learning and training. The goal of this effort is to use technology to deliver learning activities to the desktop wherever such delivery can be demonstrated to improve learning outcomes and reduce costs independently or in combination with other training methods. [Give customers a link to your web page]

## 2.0 BUSINESS DESCRIPTION

### 2.1 General

The Energy OLC was deployed in Headquarters October 2000 and subsequently deployed to field offices February 2001 and was piloted through October 2001. Employees have access to the Energy OLC via the web 24 hours a day, seven days a week from home, the office, or travel. The Energy Online Learning Center Program is supported by a working group composed of training representatives from across the Department and championed by the Director of Training and Human Resource Development.

The vision of the Energy OLC is to provide the entire DOE community with needs based, technology enriched, learning development and knowledge management opportunities through implementation of efficient and effective blended e-learning strategies and solutions. The Energy OLC has been structured to meet DOE needs with a customized access process and DOE specific content and information.

The Energy OLC resides on a server located at the vendor's (Meridian KSI, Inc.) location. The Energy OLC offers a large inventory of courses. Over 1900 self-paced business, management, leadership, technical, and information technology courses have been made available. The majority of the courses are procured through a Memorandum of Agreement (MOA) with the U.S. Department of the Treasury FedSource San Antonio. FedSource San Antonio negotiated a contract with the course vendors SkillSoft and NetG and utilizes the National Security Agency to act as the distributor to obtain commercial off-the-shelf (COTS) online courses for Federal agencies at a reduced cost; however, it has shifted the responsibility for contract management and funds accounting to the Treasury Department.

## Energy Online Learning Center Working Capital Fund Business Plan

The Energy OLC was approved as a business line within the Working Capital Fund and began formal operation in FY02. Organizations support the Energy OLC through purchasing access to COTS courses and paying a prorated amount for user access fees and maintenance support. There are also DOE-specific courses that have been made available to employees. Additional mission related DOE courses and content will be posted on the Energy OLC in the future. A discussion of the OLC business line including its pricing policies is available at [www.ma.mbe.doe.gov/wcf](http://www.ma.mbe.doe.gov/wcf).

In addition to online learning, the Energy OLC offers other training related functions that include an administration function allowing the user to have access to transcript information consisting of a list of courses accessed, courses completed, credit hours earned, test scores and course evaluations. There is also a reporting capability, sorted by organization, of employee training related data and information. Other functions of the Energy OLC offer knowledge management capabilities such as posting and sharing technical papers, presentations, videos, DOE standards and guidelines, reference materials and information and other learning materials.

### **2.2 Planning Process**

The Department takes an integrated approach to training with respect to program needs, employee training needs, and the training tools available to meet those needs by ensuring that training is timely, accessible, and relevant to the job. Training drivers for the Department include:

- President's Management Agenda
- Department of Energy Strategic Plan
- E-Gov Strategic Plan
- Presidential Memorandum of January 30, 1998 - Enhancing Learning and Education Through Technology
- Executive Order 13111, "Using Technology to Improve Training Opportunities for Federal Government Employees"
- DOE Order 360.1, Training (Federal employees)
- DOE Order 5480.20A, Personnel Selection, Qualification, and Training Requirements for DOE Nuclear Facilities (Contractor employees)

#### **[opm?]**

During the next five years, DOE will significantly increase the integration of technology into its learning processes. Technology, appropriately used, can serve as a powerful lever to increase workforce performance, skill, and knowledge, and worker satisfaction. The intent is to make cost-effective training available at the desktop, at the time of need.

## **2.3 Resources**

The Energy OLC is managed and operated by the Office of Training and Human Resource Development. A core group of both Federal and contractor staff manage, operate, maintain and troubleshoot the system. A Help Desk and E-mail address have been established to provide customer support. Technical support is also provided by the vendor and contractors who support the Office of Training and Human Resource Development.

## **2.4 2003 Year Accomplishments**

The Energy OLC system collects information that is used to measure performance and accomplishments.

There have been many accomplishments through September 2002:

- Number of new enrollment – 1,305
- Number of active users – 13,778
- Number of logins – 12,327
- Number of course accessions – 15,150
- Number of course completions – 15,793

## **3.0 BALANCED SCORE CARD ELEMENTS**

### **3.1 Customers**

The Energy OLC customer base includes all DOE Federal and contractor employees. The Energy OLC provides high quality, standardized, cost-effective learning opportunities on a much more timely basis to employees. Some of the benefits have been:

- Employees Department-wide have access to the Energy OLC 24 hours a day, 7 days a week, 365 days a year from their office, home or wherever the employee has web access.
- Consistent training content and delivery provided across the Department
- High quality, cost effective training delivery
- Cost savings realized as a result of reduced travel and learning time
- On demand course completion data
- Users having ability to access and print course completion certificates

Employees have unlimited access via the Internet to DOE courses and other functions on the Energy OLC. Employees can access unlimited courses as many times as needed during the year. Customers enjoy the convenience of completing learning activities on demand and having Help Desk assistance available during the business day. Employee access to the full inventory of courses housed on the Energy OLC is available on a yearly basis through the employee's sponsoring organization.

### **3.2 Finances**

There are fixed and variable costs associated with operating and maintaining the Energy OLC and providing the quality content. The fixed costs include the annual maintenance fee for the system and an annual hosting fee. There are costs associated with posting DOE specific information to the system, establishing employee access to the system, customizing specific functions to meet DOE needs, and ensuring that the Energy OLC meets the Department's security requirements. The variable costs are primarily the costs for the SkillSoft, NetG, and Primedia online courses. The technical courses and those acquired through the Treasury contract are available on an annual basis at a cost per user.

### **3.3 Internal Processes**

The Energy OLC resides on a server owned and operated by the system vendor. All training records reside on this server. After an employee completes an online course, it is recorded on the employee's online training transcript, and the employee is able to print a training certificate of completion. The employee's transcript indicates the course title, the start and completion dates, the number of training hours, and the test score received. Periodically employee transcripts are scanned for new course completions and those records are placed in a file for upload into CHRIS. This process is still being tested. CHRIS is the system of record for the Department and employees have access to their complete training history through the Employee Self Service (ESS) web page.

### **3.4 Learning and Growth**

The Energy OLC staff interacts with representatives from across the Department as well as other Federal agencies. It is important that the staff keep abreast of the latest technologies. There are a variety of tools and methods in place that the staff can use to ensure that learning and growth occur continuously. One method is participation in OPM's E-Training Subcommittee, which is focused on the sharing of new ideas and experiences in the application of new training technologies in the Federal sector.

## Balanced Score Card

### 4.1 Customer Objective: Provide capability to access, complete, test, evaluate on online courses

Our customers are the DOE federal employees. Because the courses are web-based, employees worldwide are eligible to use our services. We have chosen an array of courses that will allow all levels of employees to enhance their skills or to acquire new ones. While they all have different reasons for taking online courses and their goals may differ, they all want a quality learning experience that is characterized by:

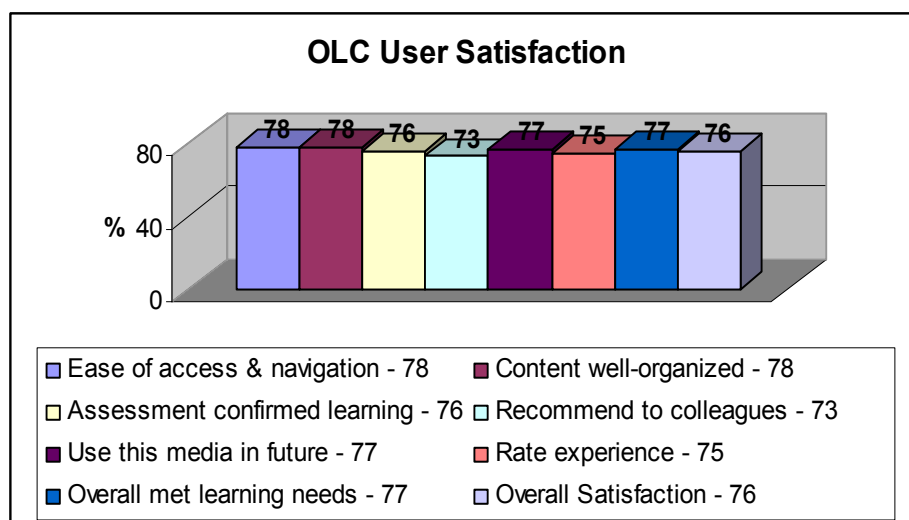
- Course material being relevant to their job,
- Skills taught in a context that allows the student to easily apply those skills,
- Students and their managers experiencing positive results from taking an online course, as measured by an increase in productivity or efficiency.

#### Performance Goal:

- Energy OLC is a state-of-the-art training and knowledge management system

#### Performance Standard:

- 75% of Energy OLC users rate the experience as highly satisfactory or better. This rating shall be a composite based on course content and effectiveness of web interface (Overall satisfaction improved from 70% to 76% from 2002 to 2003)
- 77% of HQ and Field organizations have established access to the Energy OLC and developing plans for long-term use of the Energy OLC



#### Strategies for Improving Customer Service: FY04 – FY08

- Provide customer helpline and email service
- Conduct customer surveys for feedback on the Energy OLC
- Identify DOE specific learning activities that have cross-cutting applicability that are appropriate for web-based learning
- Provide access to online IDP capability

## 4.2 Financial Objective: Provide access to low cost, just-in-time training

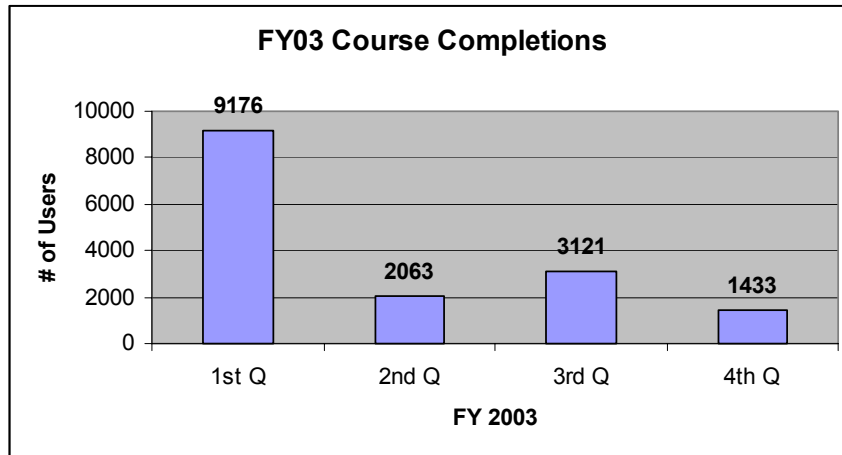
It costs an average of \$100 per employee per day to take a course in the traditional classroom method not including travel. The average costs for accessing the Energy OLC courses will be less than traditional classroom average costs per employee per year for access to all of the courses on the system. Because the student takes the course at the desktop there are no travel charges.

### Performance Goal:

- Provide online training to a minimum of 2500 federal employees via the Energy OLC

### Performance Standard:

- The financial objective of the Energy OLC is to save the Department training related funds.



[Do you have a chart for enrollment? FY 2001 - 2003]

[I would like to see a discussion of you ROI trends with an explanation]

### Strategies for Improving Financial Efficiency/Accountability: FY04 – FY08

- Identify crosscutting learning activities that are appropriate for web-based training
- Identify existing web-based courses federal government wide to make available on the Energy OLC at minimal cost to the Department
- Provide a forum for the exchange of information concerning online learning related activities

#### 4.3 Internal Processes Objective: Provide the ability to access Energy OLC training records on the Departments system of records

The Energy OLC training records are currently collected in a database on the Energy OLC server. This is separate from training records for other methods of training. CHRIS is the system of record for the Department, and employees have access to their records through the Employee Self Service (ESS) web page. [will the OPM classes improve data exchange?]

**Performance Goal:**

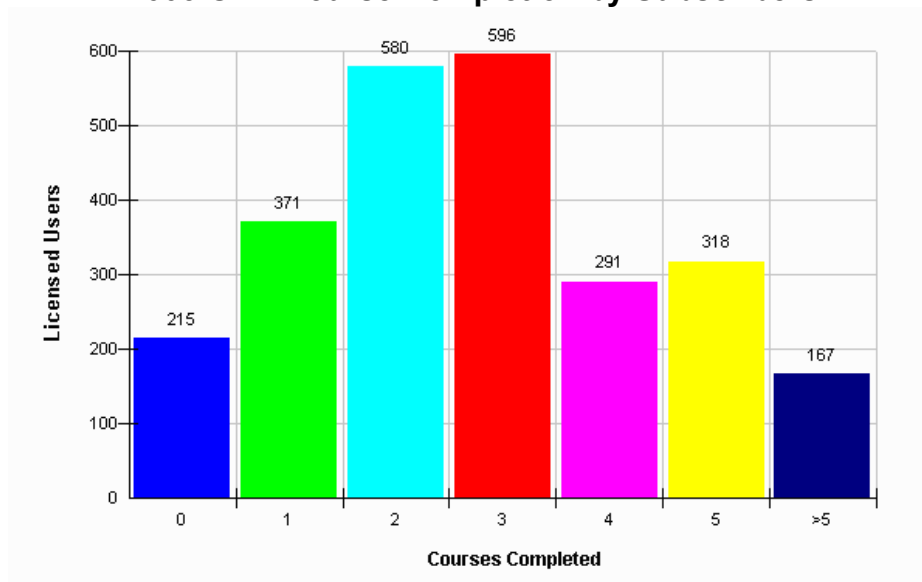
- Energy OLC users can access web-based course training records via ESS

**Performance Standard:**

- 100% of employees web-based course training records are accessible through ESS

NOTE: As a result of headquarter security measures within the DOE this performance goal will take more time than expected to accomplish.

**2003 OLC Course Completion by Subscribers**



**Strategies for Improving Internal Processes: FY04 – FY08**

- establish a systematic process of auditing a sample of employee training records to assure the accuracy of data transfer
- provide employees the ability, through the Energy OLC Help Line or via email, to point out training record inaccuracies for correction
- insure via periodic internal review of the Energy OLC course completion updating of employee transcripts from which data is collected for upload to CHRIS



**4.4 Learning and Growth Objective: Improve the knowledge, skills, and abilities of the Energy OLC staff**

The Energy OLC staff will be kept abreast of the latest learning technologies through attending various workshops, conferences, training opportunities, and networking with other public and private organizations.

**Performance Goal:**

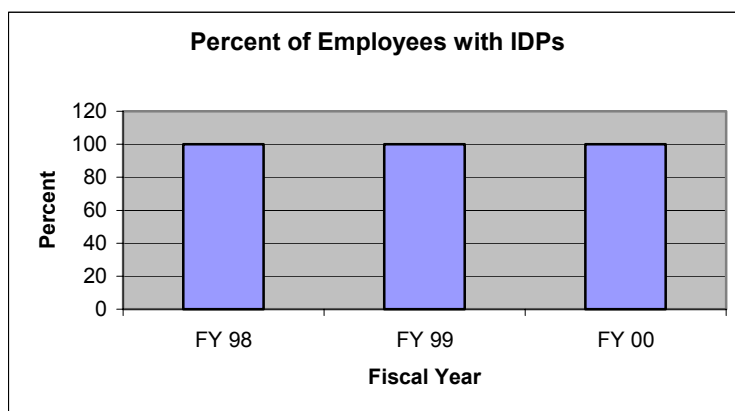
- Energy OLC staff are exposed to learning opportunities in the area of learning technologies

**Performance Standard:**

- 100% of the Energy OLC staff attend at least one training technology workshop, conference or training session

Performance Goal	Performance Standard
Federal Employee IDPs	All Federal employees associated with the Energy Online Learning Center business line have IDPs
Contractor Employee Training	Each contractor employee is assessed annually for incremental training needs

Baseline:



Data Source: Employee IDPs

Frequency: Annual

[FY 01 – FY 03]

**Strategies for Improving Learning and Growth: FY04 – FY08**

- Establish partnerships with colleges, universities, and private industry for educational and training opportunities
- Participate in training technology workshops and conferences through attendance and providing papers and lectures